



**Sussex and North Downs
Insurance Institutes**

Negotiation Skills and Crisis
Management in Life Threatening
Situations

11th October 2016

To be covered

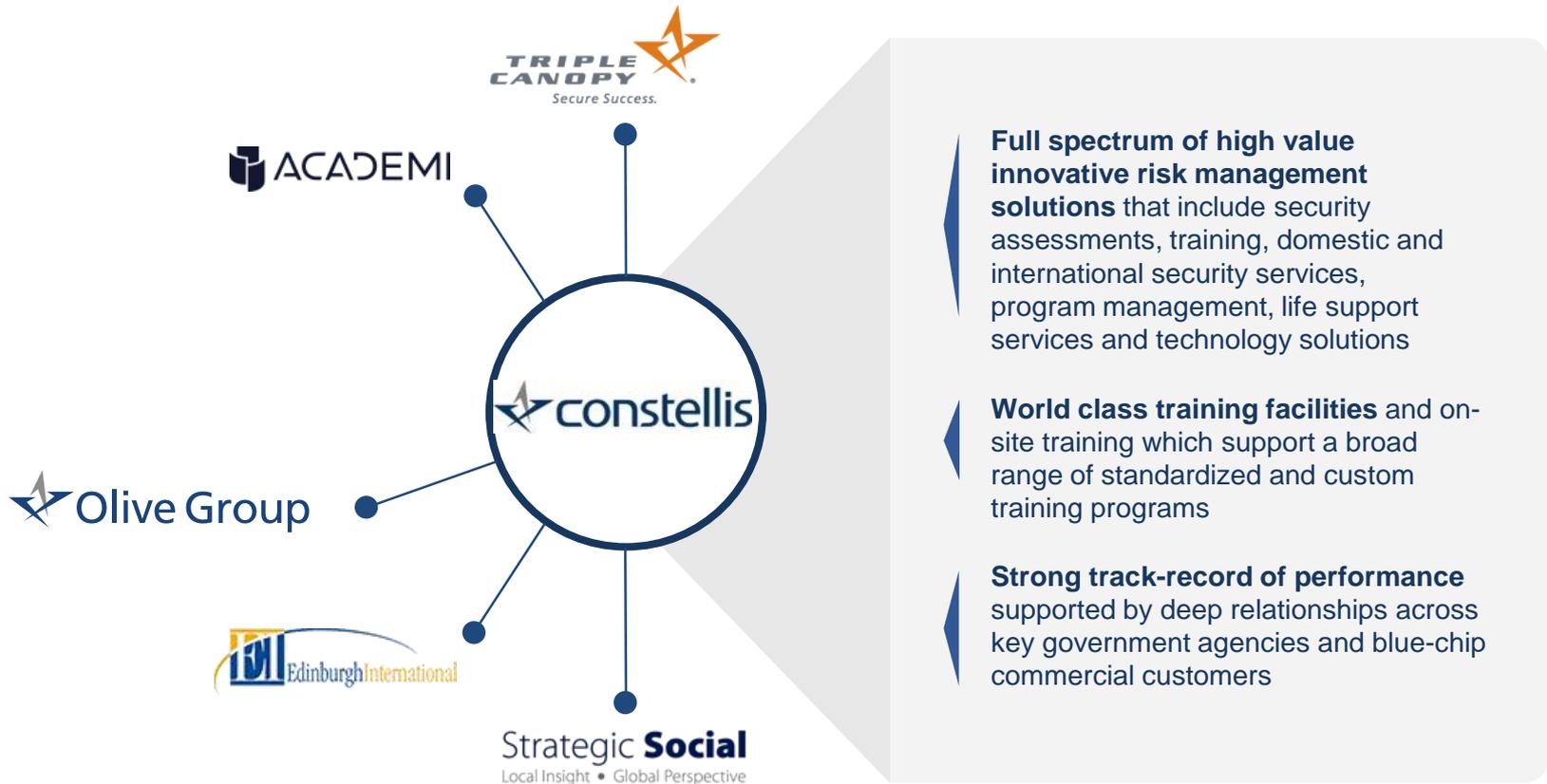


- Introductions
 - Constellis
 - Crisis Response
- Objectives
- Interaction – personal examples of negotiations
- Negotiation skills
- Elements and structure of the crisis management system
- Incident location – first steps
- Head office considerations
- Crisis management consultants
- The participants
- The communicator



Bringing Together the Best of Brands

Constellis is a truly unique company that consists of the largest and most reputable providers of risk mitigation solutions to governments and commercial clients worldwide.



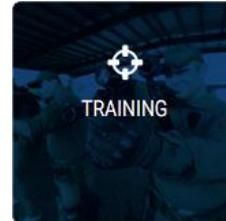
What we do



Constellis offers a full range of **innovative, comprehensive and complementary services** to **government and commercial clients** that can be specifically tailored to meet their unique requirements.



- Fixed-Site & Mobile Protection
- High-Threat Protection
- Aviation Security
- Maritime Security
- Security Assessments & Planning
- Ancillary Support



- Curriculum Development & Education
- Tactical Training (Firearms, Driving, Medical, Executive Protection, Law Enforcement, Special Operations)
- Exercise Planning & Support
- Simulation & Scenario-Based Training
- Client-Based, Customized Training
- Capacity Building



- Life & Logistics Support
- Operations & Maintenance Support
- Contingency Operations
- Engineering, Procurement & Construction



- Due Diligence & Investigative Services
- Insight & Analysis
- Risk & Security Consulting
- Crisis Management, Communications & Response
- Mine Action & Ordnance Clearance
- Security Systems & Master Planning
- Safety Management Services



- SecureLocate™
- C4i Systems Integration (GOCC)
- Technical Systems
- Information Security
- Unmanned Aerial Systems Operations

Crisis response



- ▶ Global reach, rapid response and local expertise
- ▶ Our crisis response team is pre-deployed around the world to deliver vital rapid-response capabilities and ensure our specialists arrival in support of our clients within 24 hours of an incident
- ▶ In-house cyber security and response team
- ▶ Resolution of over 550 international cases



Objectives



- An understanding of key negotiation skills used to resolve critical situations
- A basic overview of the crisis management procedure for new kidnap, ransom and extortion claims
- An understanding of the requirement for proof of life
- An awareness of the impact of a negotiation on key participants

Interaction- personal examples of negotiations



- Daily life
 - Buying a house
 - Buying a car
 - Dealing with neighbours
 - Relationships
- Professional life
 - Getting a new contract
 - Selling a service
 - Improving your package
 - Relationships

Negotiation skills



- Agree and set the objective
- Listen carefully
- Clarify issues
- Identify key issues
- Establish common ground
- Develop a relationship
- Compromise
 - Needs – no compromise
 - Interests – potential for compromise
- Reach an agreement and repeat it
- Prepare for alternative outcomes

Factors impacting a threat to life negotiation



- Potentially someone's life is at stake
- Emotions
- Unilateral actions
- Law enforcement actions
- Behaviour of the victim
- Behaviour of the kidnappers
- Government policies

Negotiations - Factors



- Risks
 - The victim
 - The kidnapers
- Time
- Money

Objectives



Kidnappers want:

- Pressure on company and hostage's family
- Law enforcement pressure to reduce
- To demonstrate control
- High initial offer

Client must:

- Set “the tone” of methodical approach
- Obtain proof of life/possession
- Establish stable communications and routine
- Reduce expectations

Strategic behaviours



- Compliance
 - Accept the kidnappers have the initiative
 - Act on all pressures and threats
 - Repeatedly state the readiness to pay
- Confrontation
 - More aggressive
 - Work to remove or reduce the demands
 - Use proof of life to impose the will of the company/family on the kidnappers
 - Try to impose conditions
- Compromise
 - Expressions of disapproval or frustration
 - Emphasis of the negotiation position
 - Must be tempered to avoid reprisal against the victim or others

Negotiation Crunch Points



In every negotiation an impasse is reached when a fresh look at your entire strategy will be required:

- It is taking too long
- Corporation/family are losing patience
- The kidnappers clearly signal that they are not going to accept your position
- The hostage is in genuine danger

Options open



Reappraise your position and:

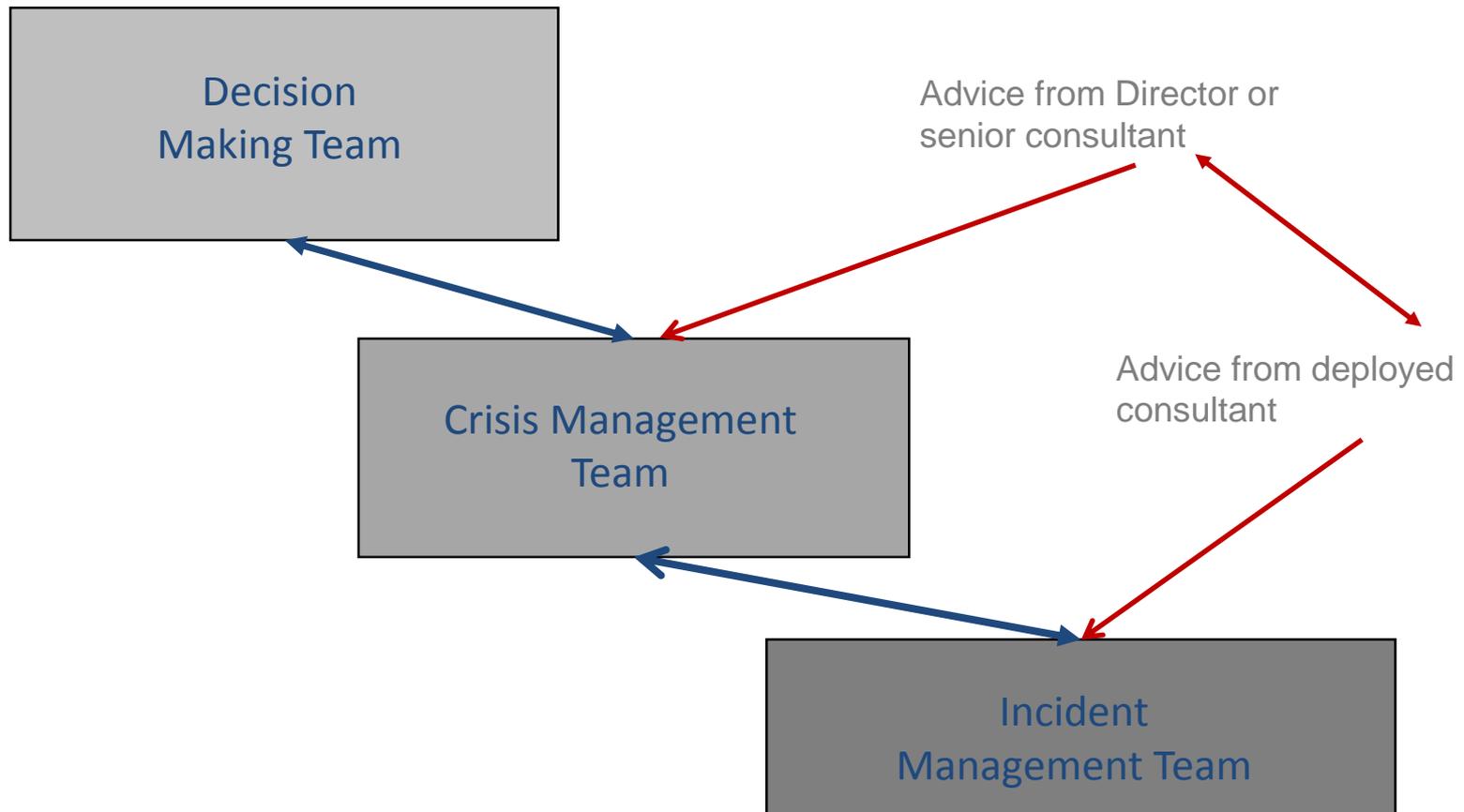
- Stick to the original plan
- Adjust your position fundamentally
- Demonstrate to the kidnapers that you have the message but it is not going to change anything

Process



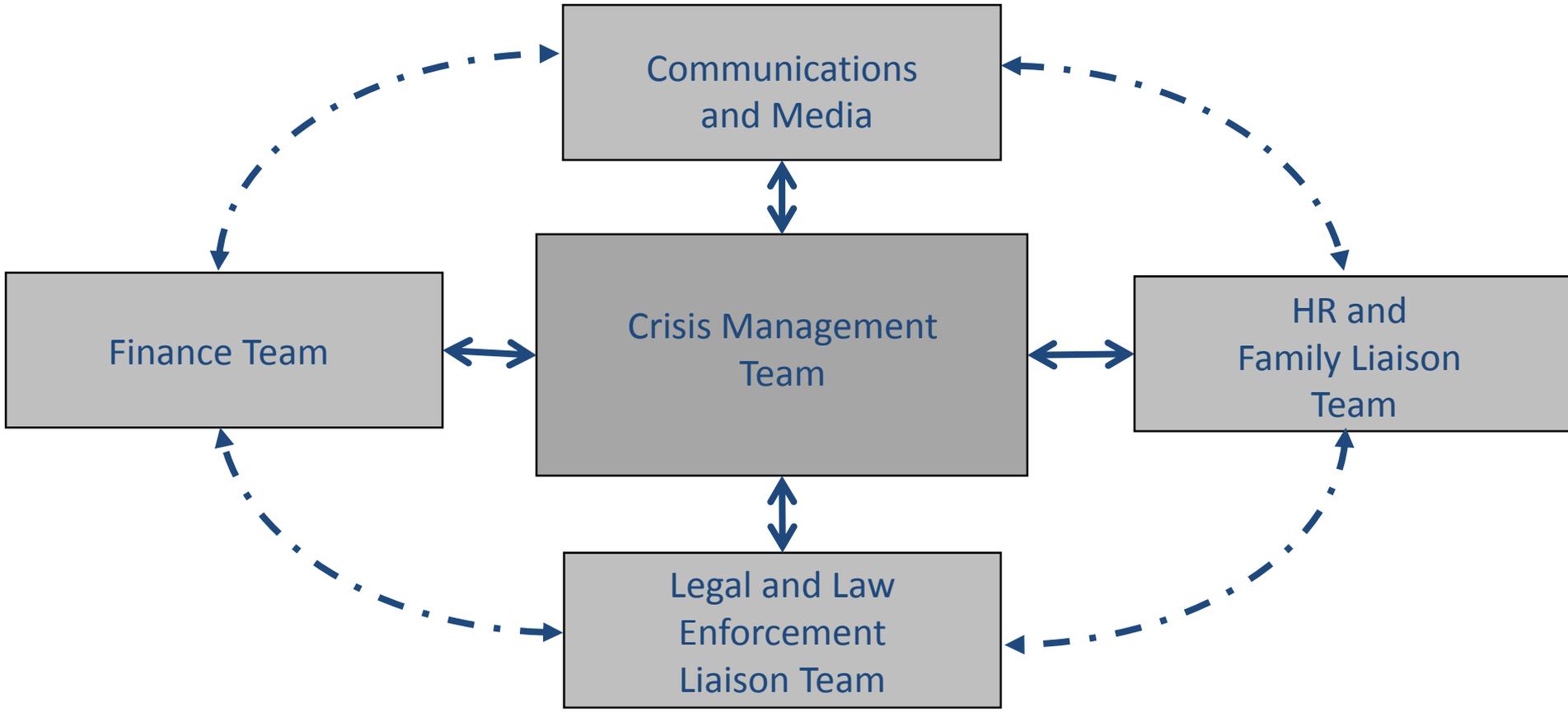
- Assessment
- Revisit objectives
- Review achievements
- Calculate if the kidnappers are about to modify their position

Crisis management organisation





Support teams



Incident location first steps



Head Office considerations



Convene Crisis
Management Team

Notify Decision
Making Authority

Notify Crisis
Management
Consultants

Notification of
authorities



Support to Incident
Management Team

Confirm support teams set up
HR
PR
Finance
Legal

Follow Crisis
Management Plan



Confirmation of events to date

Immediate advice

Mapping the participants

Deployment of consultants



Provision of local intelligence

Training the communicator

Media monitoring – mainstream & social

Development of strategies & tactics

Profiling the company/family

Mapping the participants



The role of the communicator



- To act as the conduit or interface between the company and the kidnappers by
 - Telephone
 - SMS
 - Radio
 - Email
- COMMUNICATES the message from the company and receives the message of the kidnappers
- DOES NOT NEGOTIATE OUTSIDE THE CMT/IMT PARAMETERS

Attributes of a good communicator or intermediary



- Reliability
- Knowledge of local culture and vernacular
- Intelligence
- Calmness
- Availability
- Discipline
- Confidentiality

The process and control



- Controlled by CMT/IMT and operates in accordance with their directives
- Relationship with CMT/IMT:
 - Full member
 - Excluded when money is discussed
 - Non-member who is briefed as required
- Must be briefed, trained and rehearsed

Types of Proof of Life (PoL)



- Speaking with victim
- Photograph
- Film
- Response to a question
 - Simple
 - Happy
 - Private
- Must have 'time'

Use of Proof of Life



- After the abduction
 - Proof the victim survived the abduction
 - Proof we are speaking with the right people
- After a major threat
- After actions by law enforcement
- Before the delivery of the ransom

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Thank you

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